

## Contracting Efforts Termed Crucial For Warfighters' Success

The success and effectiveness of 21st century warfighters will depend immensely on transforming and/or reducing the logistics tail. One of the key resources to achieve this is contracting, which is an integral part of the U.S. Armed Forces support structure. Contracting efforts are also being used to help the Army realize its vision of mobilizing and deploying Brigade Combat Teams within 96 hours, and developing faster, lighter, and more lethal forces. Effective contracting support and acquisition planning, however, require continuous and proactive command involvement and intensive education and training opportunities.

The Army's special staff component for contracting issues is the Principal Assistant Responsible For Contracting (PARC). PARCs and the command's warfighting staff sections, i.e., G-1 thru G-4, must work closely together to train and understand contracting processes and how they can be used to meet their mission requirements. PARCs and commanders within the Army contracting command structure, who support warfighting commands, are responsible for developing and revising contracting support plans that meet requirements of the warfighter operational plans (OPLANS) incorporated in logistics annexes.

Typical tasks in the contract planning process include the following: planning for various contingency operations; articulating contracting procedures, authority, and deviations; lending contract support to units; ensuring units understand and conduct site surveys, exercises, and pre-deployment training; ensuring contracting, resource management, and finance support are included in contingency OPLANS; conducting market surveys to identify available commercial supplies, services, and equipment in the mission area; advising commanders and logistics planners how contingency contracting can best support and accomplish their mission; explaining to those commands that every area of responsibility has a PARC who oversees and is responsible for all contracting issues within the theater of operation; and expeditiously contracting the workload and resolving complex contracting issues.

Army contracting personnel will continue to support and train field-ordering officers. In addition, Army contracting personnel will assist in overseeing the Government Purchase Card Program, purchasing/request commitment processing, and unauthorized commitments.

Another force multiplier on the battlefield is the contractor. DOD contractors are a critical link between the Army Service component commanders and the warfight-

ing and logistics systems they support. Documentation is being developed to identify required contractors and enter information on them in the Time-Phased Force Deployment Data (TPFDD). TPFDD is the resource used by Army commands to indicate which units are deployed from CONUS or OCONUS to the theater of operation. Policies are also being developed to support contractors on the battlefield and implement their support within the warfighter command structures, i.e., monitor, manage, deploy, protect, and provide logistical support to the contractors on the battlefield. The proposed doctrine will require contractors to develop and provide support plans that tie directly to the command's operational plans/logistics annexes. This support plan will ensure that contractors receive the necessary life support to fulfill their missions while remaining transparent to the warfighter.

*The preceding article was written by SGM Ethan Jones, U.S. Army Contracting Command, Europe.*

## ACQUISITION EXCELLENCE

### Life-Cycle Contractor Support For Javelin

The Javelin Anti-Tank Missile System, managed by the Close Combat Missile Systems Project Office at Redstone Arsenal, AL, continues its strong record of commercial practices with the recent decision by the Army Acquisition Executive (AAE) to implement life-cycle contractor support (LCCS) for the program. The Javelin replaces the Dragon weapon system and is a man-portable, fire-and-forget, shoulder-fired, anti-tank weapon system capable of defeating all known and future tank threats to a range of 2.5 kilometers. Javelin is also capable of defeating light-armored vehicles and hovering helicopters, and destroying bunkers and buildings. The system consists of a command launch unit (CLU) that contains a day/night sight, launch electronics, and missile software; a modular missile that requires no maintenance; and training devices built mostly from commercial off-the-shelf equipment.

The Javelin system is the product of a joint venture between Raytheon and Lockheed Martin and was built to a performance specification. Early in the process, Army logistics planners recognized the need for interim contractor support (ICS) until the system design was stabilized. In 1996, ICS for the CLU and training devices began and has yielded a Javelin operational readiness rate of 99 percent and an operations and support (O&S) cost savings of 60 percent over the Dragon system. Javelin was awarded the Army O&S Cost Savings Award

## ACQUISITION EXCELLENCE

in 1997, one of the main factors in Javelin's Project Manager being named the 1998 "PM of the Year."

The success of the ICS Program in supporting Javelin hardware and reducing O&S costs led Army planners to consider Javelin as a candidate for continued contractor support under an LCCS concept. An Army Cost and Economic Analysis Center analysis validated and approved a comparison between contractor and organic support costs, resulting in the AAE's decision on March 13, 2002, to permit the Javelin Program to implement LCCS.

Javelin LCCS will begin in July 2003. The LCCS concept will build on the success of the ICS program by

including performance-based incentives. A 5-year firm fixed price LCCS contract will be awarded for a set number of maintenance actions. This will motivate the contractor to modify hardware to increase system reliability. Contractor initiatives to institute best commercial practices, technology insertion, or modernization through spares will improve system reliability and reduce maintenance actions. The LCCS initiative is a true win-win, best-value opportunity for all the key players in the Javelin Program.

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